

HARTWELL

rezoning initiative



Agenda

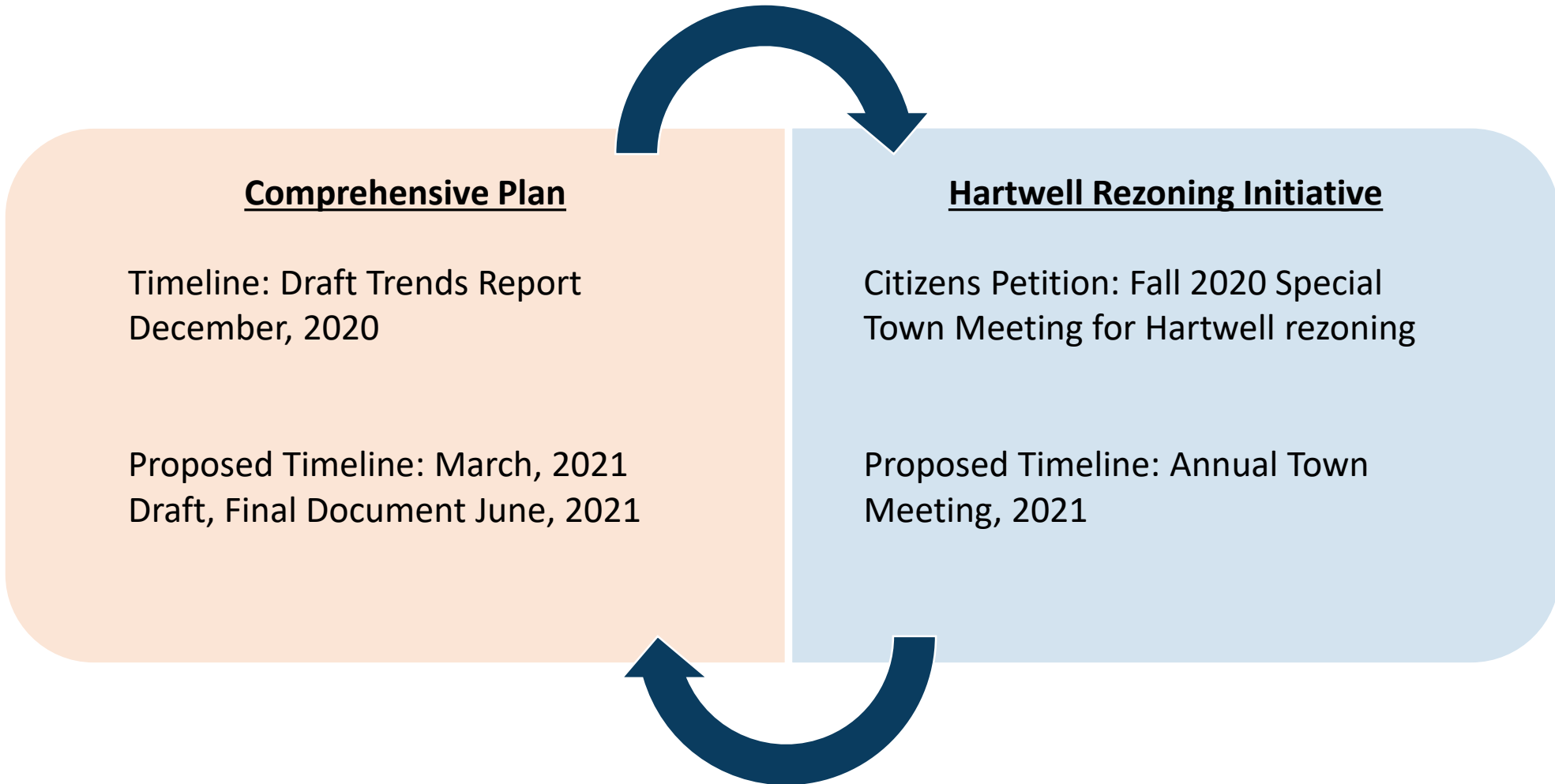
Acceptance of Hartwell Initiative and Comp Plan Timelines

Acceptance of Hartwell Initiative Communication Plan

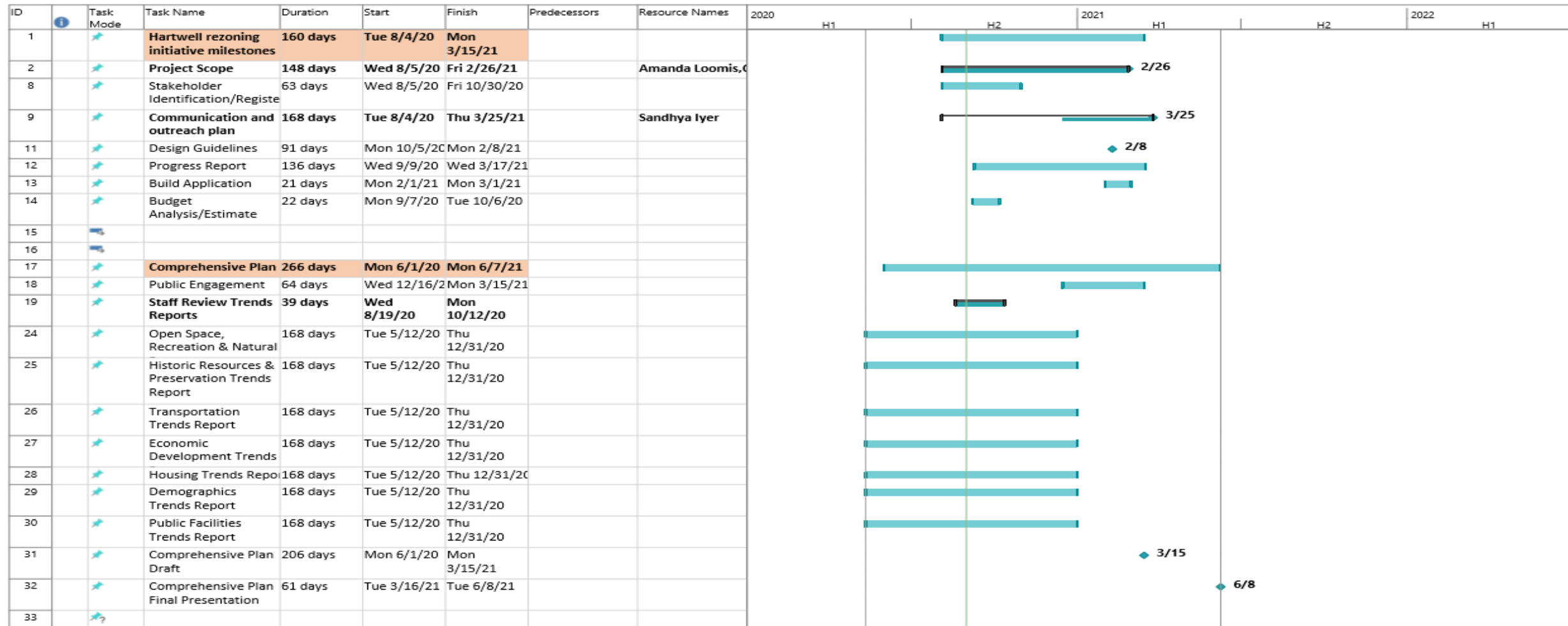
Understanding of Transportation Alignment

Agreement on Budget

Timelines for Two Major Projects



LUHD Project Schedule



Project: All LUHD PROJECT Tim
Date: Mon 8/31/20

Task
Split
Milestone
Summary

Task
Inactive Task
Inactive Milestone
Inactive Summary

Manual Task
Duration-only
Manual Summary Rollup
Manual Summary

Start-only
Finish-only
External Tasks
External Milestone

Deadline
Progress
Manual Progress

Deadline
Progress
Manual Progress

Hartwell Rezoning Vision

Through a community supported rezoning process of the Hartwell/Bedford area, the Town's Hartwell vision will be realized



Project Goals & Objectives

Landowners/Developers

- Clear, predictable, efficient permitting
- Increased development opportunity and allowed uses by-right

Nearby Residential Neighbors

- Address traffic & safety
- Transparent permitting with meaningful public engagement

Hartwell Rezoning Initiative

Lexington Community

- Promote reasonable economic development opportunities
- Attract a mixture of uses (clean manufacturing, biotech, R&D, medical)

Staff/Permitting Authorities

- Required information received at the time of the application submittal
- Clear regulations and standards that all projects are required to meet

Exponential capacity demand as a result of existing opportunities and new development in Life Sciences commercial growth

M3 Member Maugel Architects Selected to Reposition Lexington Property into a Best-in-Class Life Science Asset

August 19, 2020 in LATEST NEWS ARTICLES, REAL ESTATE



“Future developments are underway in rezoned stretches of West Cambridge, across the City of Boston, in the dense near-in suburbs of Somerville and Watertown, and in the office parks of **Waltham, Lexington, Wakefield, Bedford and Burlington...**”

-CBRE Report, March 9th, 2020

“Investors such as King Street Properties, Alexandria Real Estate Equities and Hobbs Brook Management... will continue seeking opportunities to develop new facilities in core markets like **Lexington, Waltham and Watertown...**”

-Boston Real Estate Times, August 19th, 2020

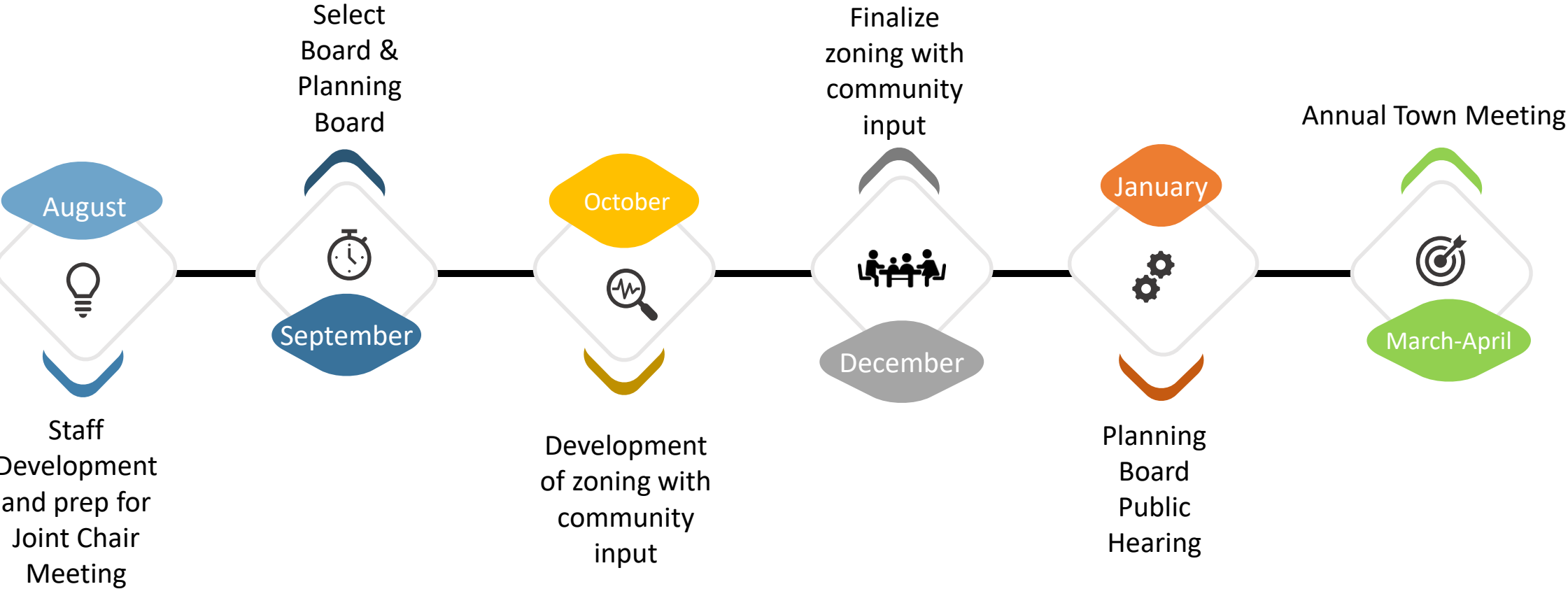
Project Scope

Craft a zoning proposal with community input to help improve the balance of commercial & residential tax base

Tasks	Activities	Stakeholders/Communication	Timeframe
Project Objective	<ul style="list-style-type: none">• Zoning Bylaw amendments that provide clear and efficient standards that provide direction to an applicant and the Planning Board to follow to obtain/grant a Site Plan Review Permit• Zoning Map amendment• Design Standards that are unique to Hartwell Avenue• Unique permitting process and application specific to Hartwell Avenue rezoning	<ul style="list-style-type: none">• Meetings with the Select Board, Planning Board, EDAC• Project area property owners, residents• Meeting with Consultant regarding Design Standards	6 Months
Deliverables/ Milestone	<ul style="list-style-type: none">• Project Area Property Database• Zoning Maps• Design Guidelines• Hartwell Site Plan Review Application	<ul style="list-style-type: none">• Meetings with the Select Board, Planning Board, EDAC• Public Hearing Meetings• Project area property owners, residents	6 Months

Hartwell Rezoning Milestones

Project timeline and milestones determining the major stakeholder involvement and inputs throughout the project



Tailored communication for each stakeholder group

Goal:	New zoning bylaws					
Key Message:						
Target Audience	Communication Channels					
	Community Hours/Feedback/Listening Sessions	Letters/Email	Website/FAQs	Press Release	Facebook/Twitter/Social Media	Talking Points/Education for secondary outreach

External Key Stakeholder	Residents	Committees & Chamber	State Agencies
MIT Lincoln Labs, Hanscom AFB, Commercial Property Owners, Hartwell Tenants, Minuteman National Park, School Committee, Town of Bedford, Hartwell Property Owners, HATS	Estabrook School District, Eldred Neighborhood, Drummer Boy Condos, Katahdin Woods Apartments, Town Meeting Members	EDAC, Center Committee, Chamber of Commerce, Middlesex 3 Coalition, 128 Business Council	MassPort, MassDOT, MassWorks, Mass Development

Hartwell Resource Allocation

Collaborate with the key stakeholders on zoning amendments and design guidelines



March 2021,
Annual Town
Meeting

Hartwell rezoning-I

- LUHDD: Development of Hartwell rezoning phase-I
- Collaboration with Charles Hornig (Citizens Petition)
- LUHDD: Development of Project Area Property Database



Post-ATM
Planning Board
Adoption

Design Guidelines

- LUHDD/Consultant: Prepare outline for Design Guidelines to support the adopted vision
- LUHDD: Hartwell specific Site Plan Review Application



March 2022,
Annual Town
Meeting

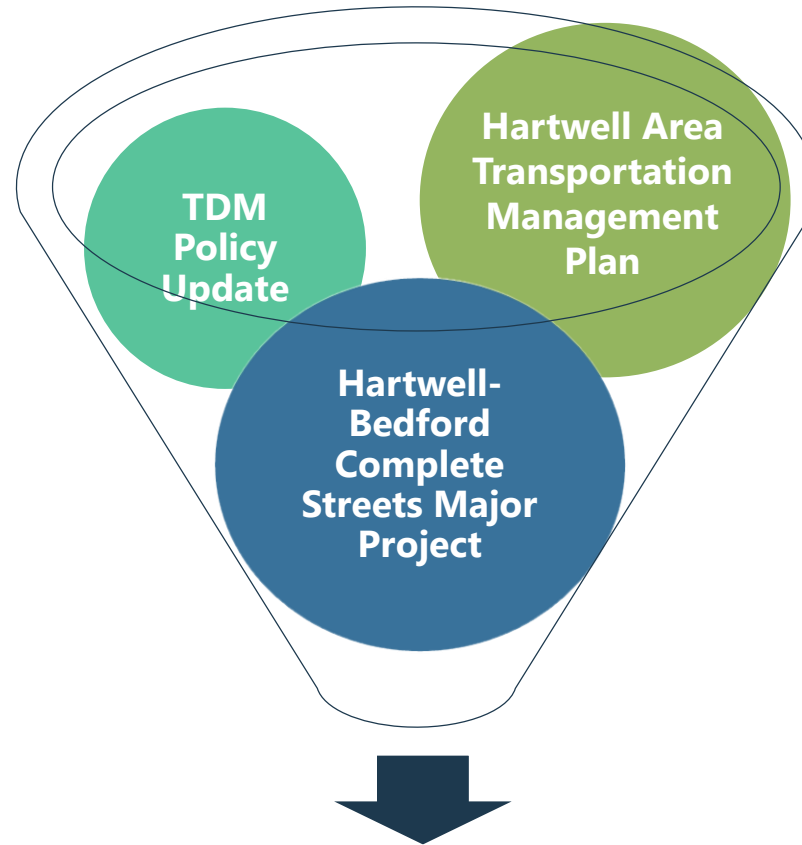
Hartwell rezoning-II

- LUHDD: Development of Hartwell rezoning phase-II that will focus on housing
- Collaboration with the SPRD Ad-Hoc Committee

What about the Traffic?

Transportation mitigation efforts support the Hartwell Rezoning Initiative

**Managing the
Transportation and
Traffic**

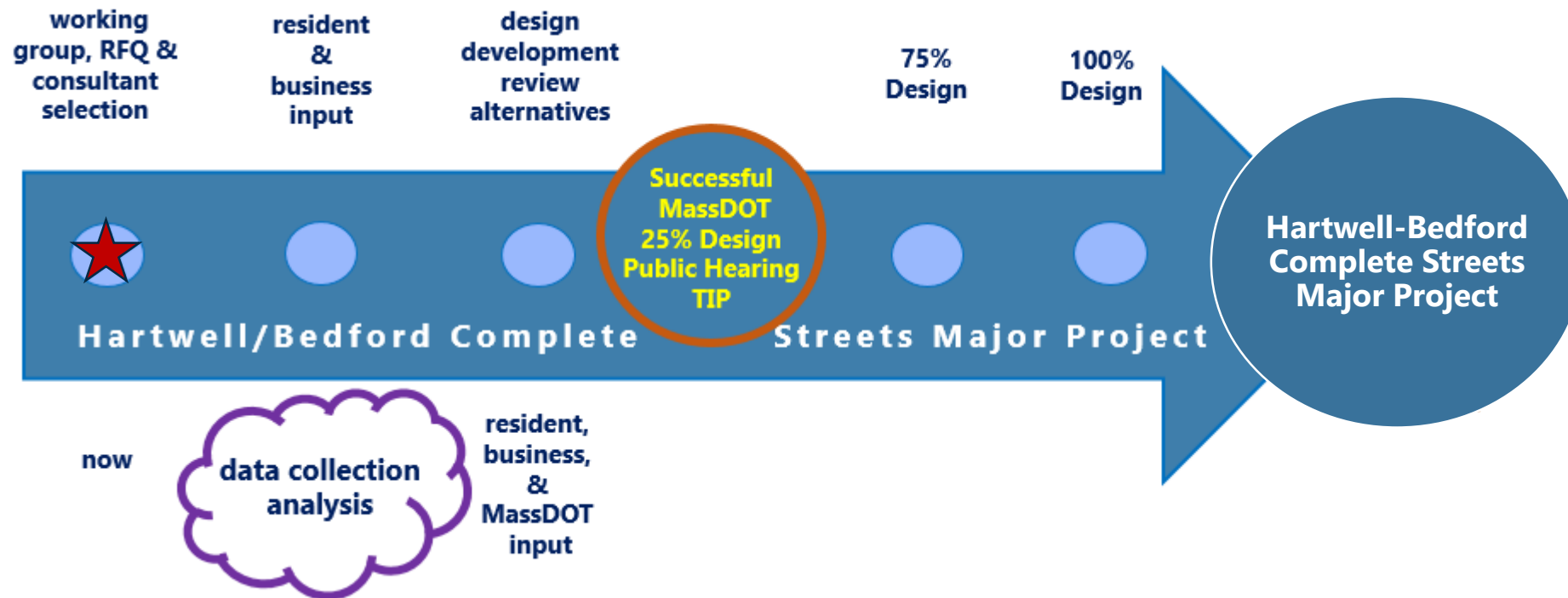


Hartwell Vision

Complete Street

What about the Traffic?

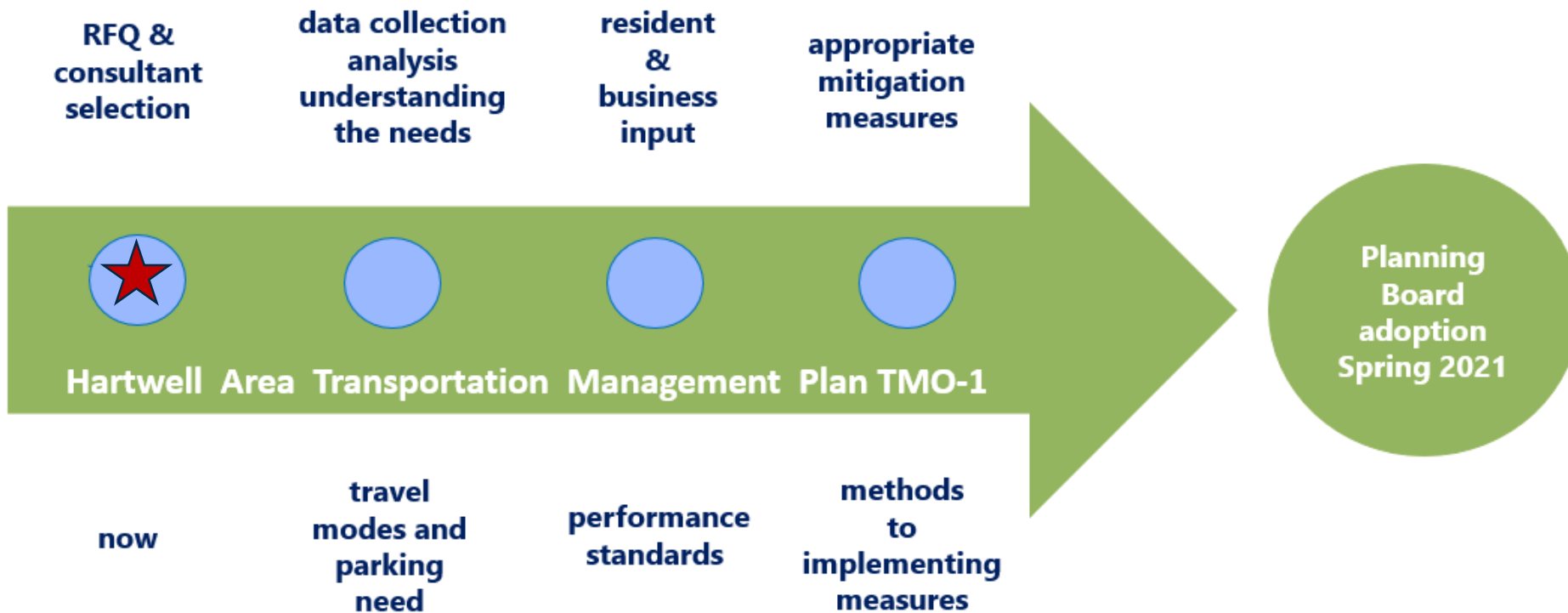
Work has begun to implement the Complete Street Construction Project in 2030/35



Hartwell Avenue/Bedford Street Complete Streets Major Project

What about the Traffic?

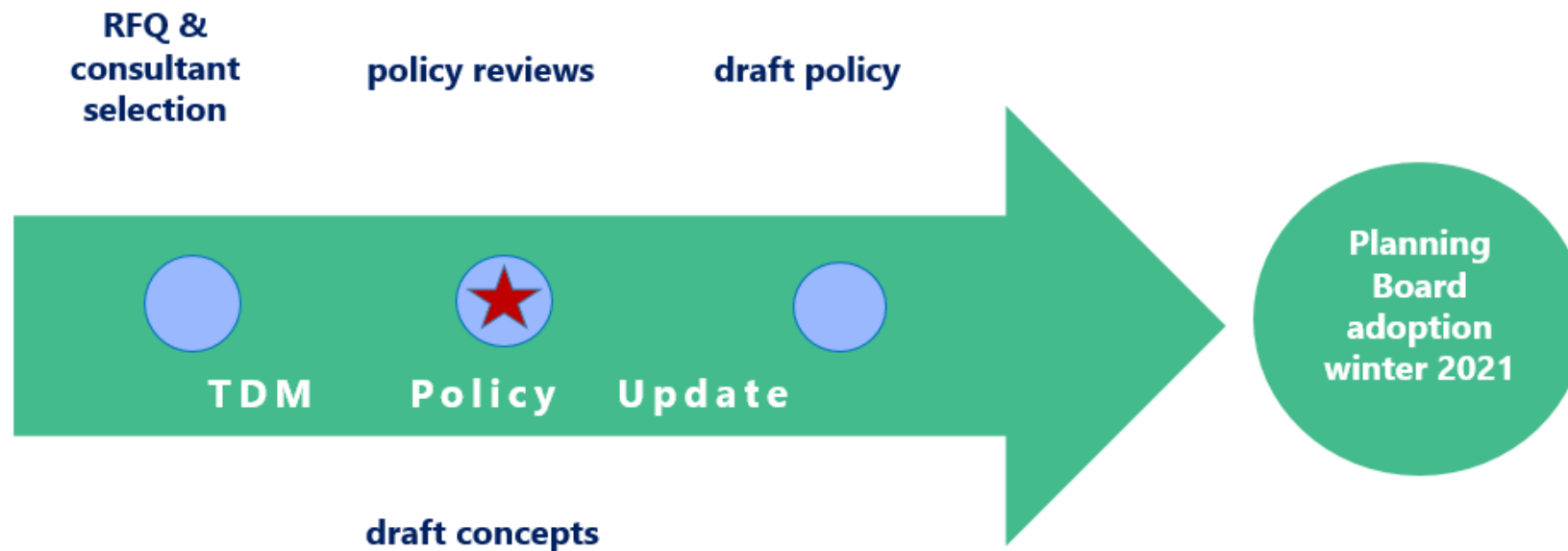
The Hartwell Area Transportation Management Plan Update focuses on reducing SOV trips, calming traffic, and improving traffic flow



Hartwell Avenue Area Traffic Mitigation Plan Update

What about the Traffic?

Transportation Demand Management Policy Update sets expectations for developers and helps guide the Planning Board



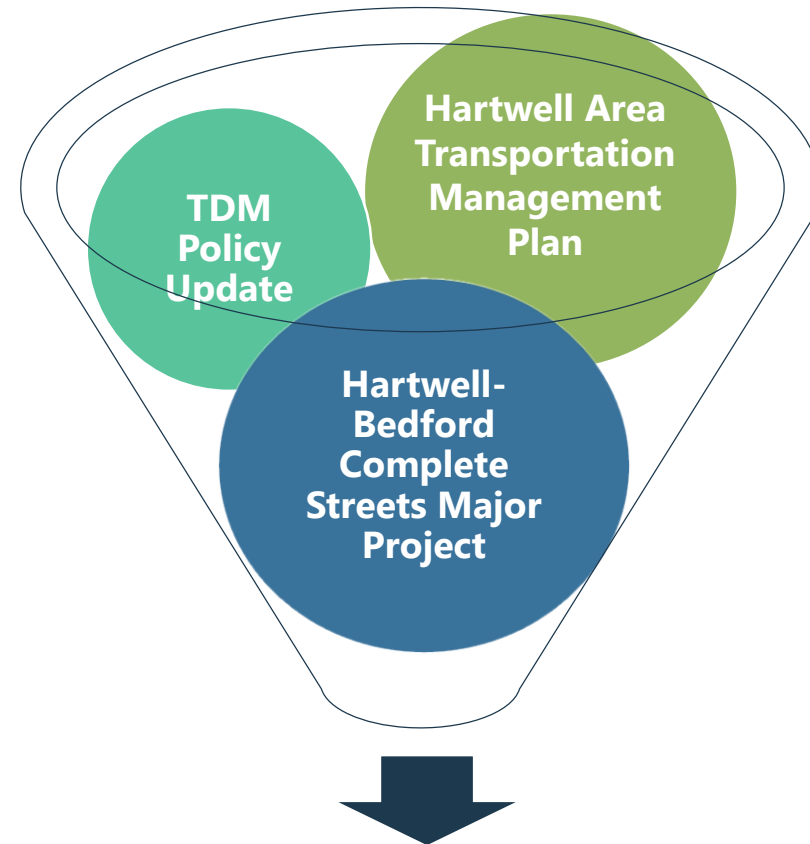
Transportation Demand Management Policy Update

What about the Traffic?

Creating a transportation network that can handle the zoning

\$9M invested in our transportation network

- HAWK Pedestrian Crosswalk
- Bus stop
- Hartwell/Maguire Intersection Design
- Kiln Brook Bridge Replacement Design
- Multi-modal path
- Complete Streets 25% Design
- Hartwell Transportation Demand Management Update



Complete Street

Hartwell zoning and outreach budget estimate

Marketing and outreach budget request			
Materials	Quantity	Rate	Total Cost
One Sheeter (color copy)	1300	\$ 0.55	\$ 715.00
Mailing	1300	\$ 0.55	\$ 715.00
Banner	1	\$150	\$150
Sandwich Board Poster	6	\$ 9.00	\$ 54.00
Posters	6	\$ 5.50	\$ 33.00
Social Media Ads		\$ 100.00	\$ 100.00
Web Graphics		No cost to put on town site	
Labor	Hours	Rate	Total Cost
Graphic Designer	40	\$ 75.00	\$3,000
GIS/Mapping		In house?	
Photographer	6	\$250	\$1,500
Public Engagement Contract Services	50	\$ 150.00	\$ 7,500.00
			\$13,767.00

MassDevelopment technical assistance grant on feasibility of 40R Smart Growth for Lexington



Real Estate Services Technical Assistance FY21 Call for Proposals

Implementing the Vision developed in 2018

Focusing on Communications Outreach

Questions & Comments



RE: Hartwell Rezoning Initiative Comparison and Risk Analysis

Over the past several months (July 2020), staff from the Land Use, Health, and Development Department ("LUHDD") has been working to develop a path forward for all of the work efforts associated with the Hartwell Rezoning Initiative that have taken place since 2017. As you are aware, the Town has developed a vision for the Hartwell Avenue-Bedford Street area that would allow for the creation of a mixed-use, economically viable area through redevelopment and increase of uses permitted by-right. In 2019, the Town hired a consultant to aid in the development of zoning for the area, resulting in a preliminary proposal for zoning changes ("Brovitz Draft HIP Zoning"). Since 2017, a parallel effort by a citizen resulted in zoning proposals addressing some of the same concerns ("Citizen's Article").

In an effort to ensure that the Hartwell Rezoning Initiative meets the expectations of stakeholders in Lexington, which include landowners/developers, nearby residential neighborhoods, the Lexington community, and Lexington staff/permitting authorities, the proposed Hartwell Rezoning Initiative must meet the following benchmarks:

- **Landowners/Developers,**
 - Provide a clear, predictable, and efficient permitting process that sets expectations for consistency for all Applicants (one-stop-shop permitting)
 - Increase development opportunity and allows additional uses by-right
- **Nearby Residential Neighbors,**
 - Address traffic and safety concerns
 - Create a transparent permitting process that allows for meaningful public engagement
- **Lexington Community,**
 - Promote responsible economic development opportunities to enhance revenues
 - Attract clean manufacturing, biotech, research and development, and medical uses, while promoting a mixture of commercial uses
 - Address traffic and safety concerns
 - Create a transparent permitting process that allows for meaningful public engagement
- **Lexington Staff/Permitting Authorities,**
 - Receive all of the required information at the time of application submittal to allow for an efficient review of a project
 - Establish clear regulations and standards that all projects are required to meet

Over the past several weeks, there have been several staff meetings to discuss the rezoning of the Hartwell Avenue – Bedford Street area. Of the two proposed zoning efforts (the Citizen's Article and Brovitz's Draft HIP Zoning), neither proposal alone meets the expectations for all four stakeholders as outlined above.

On Wednesday, September 2, 2020, staff from the LUHDD at a joint meeting of EDAC, the Planning Board, and the Select Board will present a path forward to ensure that all stakeholder expectations



are met. The remainder of this document provides a summary of the presentation regarding what was envisioned in 2017, what is on the table for draft zoning, and efforts that will be required to move forward collaboratively.

2017 – Gamble & McKinney

From 2017 into 2018, the Town of Lexington came together to develop a vision for the Hartwell Avenue and Bedford Street area (“Hartwell Zoning Initiative”). In 2018, David Gamble of Gamble & Associates presented a vision for the Hartwell-Bedford area (“Town’s Hartwell Vision”), while Pam McKinney of Byrne McKinney & Associates, Inc., provided a market feasibility study. The Town’s Hartwell Vision as laid out for the Hartwell Zoning Initiative focused on underutilized land, trails and open space opportunities, infill and redevelopment, sustainable development, activation of space, streetscape enhancements, increased number of allowed uses, transportation, and off-street parking,

Hartwell Avenue Planning Principles, as envisioned and presented by Mr. Gamble, were intended to support the Hartwell Zoning Initiative. Mr. Gamble’s Hartwell Avenue Planning Principles¹ includes:

- Capitalize on the natural environment towards health and recreation
- Diversify transportation alternatives
- Establish a new interface between Hartwell Avenue and its buildings with streetscape enhancements and lighting
- Nurture a neighborhood by diversifying land uses
- Foster pedestrian-scaled gathering spaces and mid-block connections
- Anticipate diminished need for parking areas and capitalize on underutilized land for new development
- Establish sustainable buildings and performance landscape standards

2019 – Brovitz Zoning & Design Standards and Citizen’s Town Meeting Zoning Articles

In 2019, Brovitz Community Planning & Design (“Brovitz”) was contracted to serve as the LUHDD’s consultant to develop zoning and design standards that would allow the Town’s Hartwell Vision to become a reality. The Brovitz Draft HIP Zoning, drafted as Form-Based Code, was first presented to the Planning Board in September of 2019. It should be noted that the LUHDD has moved away from the Form-Based Code.

Concurrently, the early versions of Hartwell –Bedford area zoning that was presented to the Planning Board in late 2017 and 2018 became the Citizens Article in 2019.

The Citizen Article and Brovitz Draft HIP Zoning continued to evolve during this period, with ongoing discussions resulting in each proposal incorporating aspects of the other. After the Planning Board chose not to bring either proposal to the 2020 Annual Town Meeting, the Citizen Article was placed on the Warrant by petition.

When trying to determine what each proposal gets the Town, it should be noted that the Citizen’s Article and the Brovitz Draft HIP Zoning are not comparable. The Citizen’s Article was intended to

¹ It should be noted that Town’s Hartwell Vision or Ms. McKinney’s market analysis set the stage for the future development opportunity of this area, but did not provide specific details as to how this would be achieved.



start and complement Brovitz's efforts, while the Brovitz Draft HIP Zoning was intended to achieve the Town's Hartwell Vision.

Below is a review as to how the Citizen's Article and Brovitz's Draft HIP Zoning supports the Town's Hartwell Vision.

(NA: Not Applicable/Not Intended to meet the Town's Hartwell Vision – the author did not intend to address this item of the Town's Hartwell Vision; X: Achieves the Town's Hartwell Vision; and P: partially meets the Town's Hartwell Vision).

<i>The Town's Vision for Hartwell Avenue – Bedford Street</i>	Citizen's Article	Draft HIP Zoning
1. <i>Diversification of Transportation Alternatives</i>	X	P
2. <i>Hartwell/Bedford Opportunities</i>	X	X
3. <i>Hartwell/Bedford Streetscape Enhancement</i>	X	X
4. <i>Land Use Diversification</i>	NA	X
5. <i>Open Space Linkages</i>	NA	P
6. <i>Parcel Temporary Activation</i>	NA	P
7. <i>Redevelopment of Underutilization of Land</i>	X	X
8. <i>Redevelopment/Additions/In-fill</i>	X	X
9. <i>Shared Off-Street Parking</i>	X	X
10. <i>Trails and Connections</i>	NA	X

2020 – Risk Analysis

In efforts to ensure a successful Hartwell Rezoning Initiative, it is essential to understand what is gained or what opportunity could be missed with the Citizen's Article and/or the Brovitz Draft HIP Zoning. Below is a summary of the risks/concerns of the Hartwell Rezoning Initiative as it stands presently and how such risks/concerns will be mitigated.

<i>Risks/Concerns</i>	<i>Effect</i>	<i>Mitigation</i>
1. <i>Dimensional Table</i>	<ul style="list-style-type: none"> • Inconsistency in the Dimensional Table that may yield different site plan layouts • Concerns that several properties may be non-conforming after rezoning efforts • The Brovitz Draft HIP Zoning may yield smaller parcels of land that could result in difficulties of parcel assemblage later 	<ul style="list-style-type: none"> • Development of Property Analysis that reviews existing and future conditions to make a recommendation for the final amendments to the Dimensional Table • Work with Citizen Petitioner and Brovitz to finalize Dimensional Table
2. <i>Amendments to §135 Zoning Bylaw</i>	<ul style="list-style-type: none"> • Table of Uses may require desired uses to obtain a special permit • Desired uses are missing from the Table of Uses or not allowed • Table of Use amendments come at 2021 Annual Town Meeting after the necessary standards for the HIP are put into place at Special Town Meeting • The current Brovitz Draft HIP Zoning, although revised still results in a Form-Based Code • One-stop permitting efficiency is not communicated or included 	<ul style="list-style-type: none"> • Review and update of Table of Uses to ensure desirable uses are permitted by-right will be done at ATM 2021 with the full HIP zoning • Revise Draft HIP Zoning to yield the Town's Hartwell Vision, while meeting the expectations of all stakeholders • Development of permitting process that creates a straightforward, efficient, predictable permitting process (one-stop-shop permitting)

<i>Risks/Concerns</i>	<i>Effect</i>	<i>Mitigation</i>
3. <i>Confusion of Process</i>	<ul style="list-style-type: none"> • Two different proposals may yield confusion for developers if one zoning amendment comes on the heels of another. • Sets the framework for implementation of the Town's Hartwell Vision, but may result in developers following existing permitting processes if additional zoning is not adopted at 2021 ATM • Brovitz Draft HIP Zoning is not clear as to what is required from Applicant/Developers to obtain permits from the Town • Planning Board/Town will not have clear standards for a consistent process for project review 	<ul style="list-style-type: none"> • Commence ATM public hearing process for revised HIP Zoning before the adoption of Citizen's Petition at the Special Town Meeting • Review the Planning Board Regulations to identify areas that can be updated • Development and implementation of a robust public engagement effort from mid-September of 2020 through March of 2021 • Development of a communications plan, with a focus on public engagement from mid-September of 2020 through March of 2021 • Coordination of the Citizen's Article and Brovitz to move forward collaboratively
4. <i>Confusion from Town Meeting</i>	<ul style="list-style-type: none"> • Town Meeting/Public/Stakeholders may think the Hartwell Rezoning Initiative is complete upon approval of Citizen's Article at Fall Special Town Meeting • Confusion with two Hartwell rezoning efforts moving forward as to which effort yields what and why there are two processes 	<ul style="list-style-type: none"> • Development of a clear, unified statement that outlines the phased approach and the collaboration between the Citizen's Article and the revised HIP Zoning efforts
5. <i>Design Guidelines</i>	<ul style="list-style-type: none"> • The need for design standards to ensure that the Town's Hartwell Vision is implemented • Proposed Design Guidelines are lengthy and complicated, which may result in difficulties <ul style="list-style-type: none"> - for the Town staff and Boards enforcing all of the requirements outlined in the Design Guidelines; and - for Applicant complying with the Design Guidelines 	<ul style="list-style-type: none"> • LUHDD will prepare a clear outline to amend the draft Design Guidelines, which Brovitz will finalize. • The Design Guidelines will be condensed and revised, but remain graphic intensive to communicate the Town's expectations for projects in the Hartwell-Bedford area • Division of the draft Design Standards into two separate documents: <ul style="list-style-type: none"> - Lexington Design Guidelines for all projects - Hartwell/Bedford Design Guidelines initial focus is on the Hartwell
6. <i>Sustainable Practices</i>	<ul style="list-style-type: none"> • May not clearly state the minimum requirements for an Applicant to meet the Town's expectations for sustainable/Best Practices that are necessary for each project • There may be questions as to if projects are required to meet the Town's goal for Net Zero Emissions projects 	<ul style="list-style-type: none"> • Work in collaboration with Sustainability Director to through the HIP Zoning process to <ul style="list-style-type: none"> - incorporate sustainable/Best Practice expectations - ensure rezoning yields Net Zero projects



2020/2021 – Hartwell Zoning Efforts

Neither the Citizen’s Article nor the Brovitz Draft HIP Zoning achieves all of the goals and expectations of all the project stakeholders. While each proposal has its strengths, the LUHDD needs to work in collaboration with both the Citizen’s Article and Brovitz to ensure that the final rezoning efforts employ the Town’s Hartwell Vision.

The Table below provides a review as to how the Citizen’s Article, Brovitz, and LUHDD will work in collaboration to accomplish the goals of the Town’s Hartwell Vision and also meet the needs of all the identified stakeholders.

Citizen’s Article	HIP Zoning
<ul style="list-style-type: none"> • Dimensional Standards (§135-4.0, Table 2) • Zoning Map Amendments • Basic design standards (new §135-7.4) 	<ul style="list-style-type: none"> • Table of Uses (§135-3.4, Table 1) • Off-street Parking (§135-5.1) • Permitting process and refined design standards (§135-7.4) • Definitions (§135-10) • Design Guidelines
2020 - Fall Special Town Meeting	2021 – Annual Town Meeting
Phase One: Zoning Efforts Complete	

Next Steps

Therefore, to ensure a successful Hartwell Rezoning Initiative, we ask that the Planning Board and Select Board reaffirm their support for LUHDD’s public outreach and communication efforts, including collaboration with the Citizen’s Article and Brovitz. Such collaborative effort, although not traditional, would aid the clear communication of the project, utilize all of the public outreach efforts of both the Citizen’s Article and Brovitz, also to allow for a more robust public outreach process.



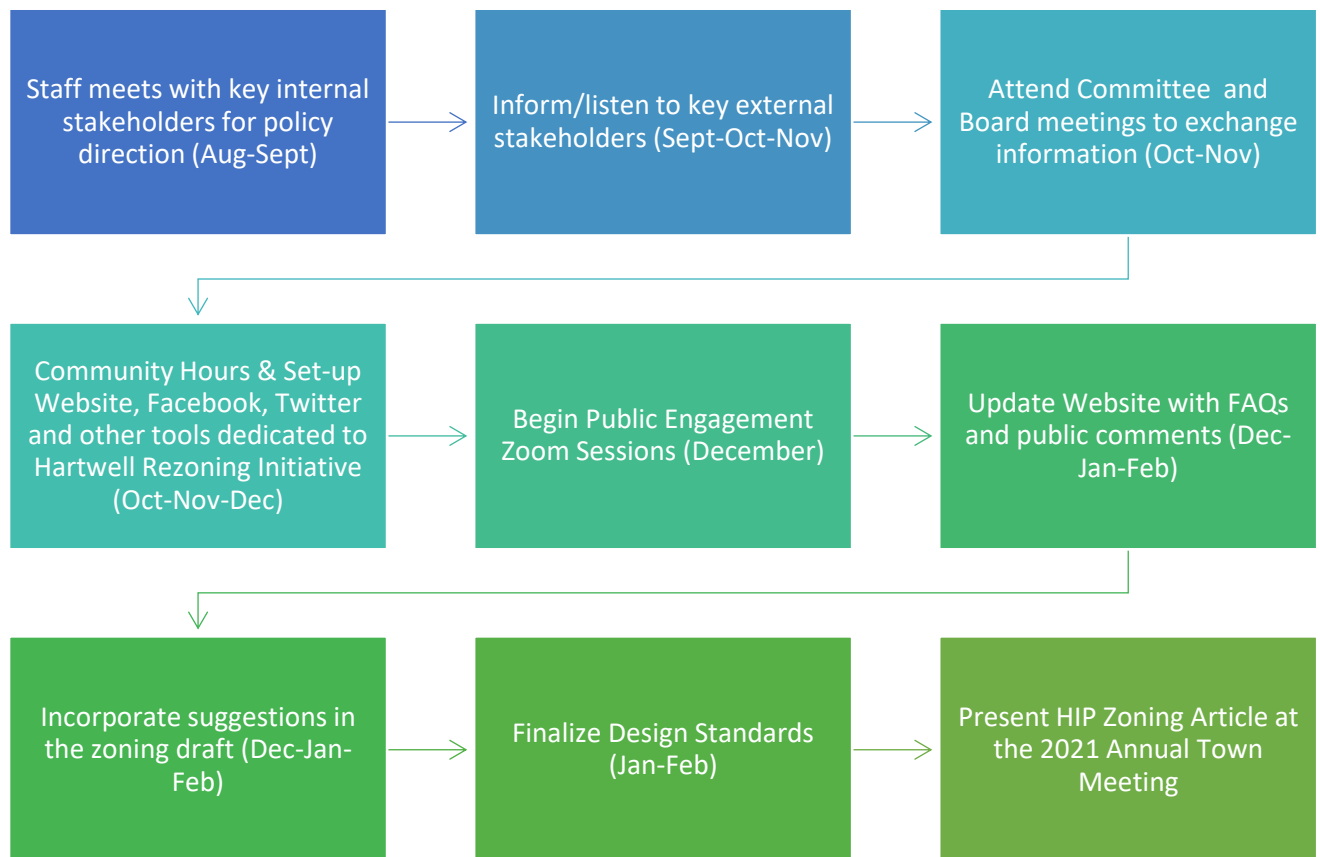
Communication Outreach Plan

9/2/2020

Table of Contents

Communication Flow/Timeline	2
Key Topics	3
Marketing & Communication Tools	3
Synchronous Communication:	3
Asynchronous Communication:	3
Communication Outreach Map	4
Stakeholder Analysis	5
Communication Plan	7
Sample FAQs	13
Key Objections Raised so far	13
Communication Outreach Budget Request.....	14

Communication Flow/Timeline



Key Topics

1. Timeline and relation between Lexington Hartwell commercial rezoning vision, citizens article, and zoning bylaw (LUHDD & Consultant)
2. Advantages of rezoning for commercial use in Lexington
3. Transportation funding relies on rezoning efforts
4. A clear permitting process for developers and property owners
5. 40R Feasibility study plan
6. Long term traffic improvement plan

Marketing & Communication Tools

Synchronous Communication:

- Zoom Meetings
- Listening in sessions (bi-monthly office hours)
- Attend committee, board, and community meetings to educate and discuss the Hartwell rezoning project (Chamber, M3 Coalition, all neighborhood board meetings)

Asynchronous Communication:

- One-page flyer with updated HIP rezoning information, rezoning map, and contact details
- Emails to stakeholders with project details
- Website
- Banners and sandwich boards
- Facebook
- Twitter
- LinkedIn
- Newsletter

HARTWELL
rezoning initiative

Legend

- Draft HIP Boundary
- Commercial Outreach
- Residential Outreach

The map displays the town of Hartwell, Georgia, with various streets labeled. The draft HIP boundary is shown as a dashed orange line. The commercial outreach area is shaded in light blue, and the residential outreach area is shaded in light yellow. A north arrow is located in the bottom left corner.

Stakeholder Analysis

Stakeholder Group	Name	Title	Email Address
MIT Lincoln Labs	J. Michael Menadue	Manager of the Capital Projects Office	
Hanscom AFB	Col. Katrina Stephens	Commander	
MassPort	Jose C. Masso	Director of Policy	
MassPort	Amber Goodspeed	Manager, Airport Administration	
MassPort	Sharon Williams	Manager, Airport Administration	
Mass DOT	Mike Karas	District Traffic Operations Engineer	
Mass DOT	Brian Fallon	District 4 Projects Engineer	
Transportation Safety Group	Sheila Page	Assistant Planning Director	
Chamber of Commerce	Caryl Dlugy	Chair	
EDAC	John McWeeney	Chair	
Capital Expenditures Committee	Charles Lamb	Chair	
Appropriations Committee	Glenn Parker	Chair	
School Committee			

Stakeholder Group	Name	Title	Email Address
Conservation Commission	Phil Hamilton	Chair	
128 Business Council	Monica G. Tibbits-Nutt	Executive Director	
Middlesex 3 Coalition	Stephanie Cronin	Executive Director	
Hanscom Area Towns (HATS)	Suzie Barry	Chair, Board of Selectmen	
MAGIC	Heidi Stucker	MAGIC Subregional Coordinator	
Minuteman National Park	BJ Dunn	Superintendent	
Mass Development	Eleni Varitimos	VP of Community Development – Northeast Region	
Town of Bedford	Alyssa Sandoval	Economic Development Director	
Town of Lincoln	Jennifer Burney	Director of Planning and Land Use	
Town of Concord	Marcia Rasmussen	Director of Planning and Land Management	
Eldred Neighborhood			
Drummer Boy Condos	John McWeeney		
Katahdin Woods Apartments			
Wood Street Neighborhood			
Estabrook School District			

Stakeholder Group	Name	Title	Email Address
Town Meeting Members			
Precinct 6			
Precinct 7			
Precinct 8			
Precinct 9			

Communication Plan

Target Audience	Deliverable / Key Messages	Tasks	Activities	Tools & Resources	Budget	Staff (Responsibility)	Timeline
Eldred Neighborhood		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			

Target Audience	Deliverable / Key Messages	Tasks	Activities	Tools & Resources	Budget	Staff (Responsibility)	Timeline
Drummer Boy Condos		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			
Katahdin Woods Apartments		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			
Wood Street Neighborhood		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			

Target Audience	Deliverable / Key Messages	Tasks	Activities	Tools & Resources	Budget	Staff (Responsibility)	Timeline
Estabrook School District		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			
MassPort							
Mass DOT							
MassDevelopment	Inform about the HIP rezoning for commercial use. Discuss potential feasibility study for 40R SGOD and mixed use	Apply for technical assistance grant	Meet with the MassDev Project Manager and write a grant application	Identify areas that may be a good fit for 40R, develop scope and obtain letters of support for the project			
Town Meeting Members		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			

Target Audience	Deliverable / Key Messages	Tasks	Activities	Tools & Resources	Budget	Staff (Responsibility)	Timeline
TM Precinct 6		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			
TM Precinct 7		Create Flyer, Update email list, schedule office hours		One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			
TM Precinct 8		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the neighborhood reps and Precinct reps	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			
TM Precinct 9		Create Flyer, Update email list, schedule office hours	Messaging and identifying marketing vendor to design and print flyers, schedule introductory calls with the	One-page flyer (info-graphic), Email, Scheduled office hours, Meet with Precinct heads bi-weekly			

Target Audience	Deliverable / Key Messages	Tasks	Activities	Tools & Resources	Budget	Staff (Responsibility)	Timeline
			neighborhood reps and Precinct reps				
School Committee							
Traffic Safety Group							
Chamber of Commerce		Craft messaging for the Chamber to use for communication	Meet with the Chamber of Commerce during their monthly meeting to provide update and hear feedback	LinkedIn, Facebook, Newsletter, Website			
HATS group (Hanscom Area Towns)							
Middlesex 3 Coalition		Craft messaging for the M3Coalition	Meet with the M3 Coalition ED and Chamber meeting and discuss Hartwell project. These meeting include other town EDD and Chambers	LinkedIn, Facebook, Newsletter, Website			
Minuteman National Park							
Town of Bedford							

Target Audience	Deliverable / Key Messages	Tasks	Activities	Tools & Resources	Budget	Staff (Responsibility)	Timeline
128 Business Council							
Hartwell Property Owners							
EDAC							

Sample FAQs

1) What happens to the public comments?

Comments received will be summarized as big themes to inform the Planning Board's and the Select Board's decision making regarding the re-zoning recommendations. The staff and the public will continue to be able to review all individual comments online throughout the review period as well.

2) If I have questions, who can I ask?

Email us at [@lexingtonma.gov](mailto:lexingtonma@lexingtonma.gov), call us at 781_____, or come join us via zoom on every second Thursday between 8:00 am to 9:00 am and fourth Thursday between 6:00 pm to 7:00 pm beginning of October 2020.

3) When does the public engagement sessions start and end?

If you would like to participate please join us in a virtual community conversation hours starting in October 2020. The public engagement sessions will be held starting December 17th, Thursday, from 8:00 am to 9:00 am via zoom. The last session will be on Thursday, March 18th, from 6:00 pm to 7:00 pm via zoom.

4) How will the Zoning work?

The Hartwell Innovation District rezoning is a community-based planning process. The community's Hartwell vision will be realized using a rezoning process. The draft document lays a foundation for the future of Hartwell over five, ten, and even twenty years after the rezoning.

5) Where can I find Information about Hartwell Rezoning Initiative?

We're trying to make it easy to participate and find information. We have a dedicated Facebook page with information, you can also look for information and read the zoning articles on the refreshed Hartwell Rezoning Initiative webpage. We will be hosting community hours and public engagement session for comments and questions.

Key Objections Raised so far

The Town of Lexington conducted series of communication outreach and surveys to communicate the vision of the Hartwell Innovation District. Some of the key issues that were raised consistently through different groups of stakeholders are:

- 1) Increase in commercial growth will result in increase in traffic
 - a. Congestion and accidents

- b. Noise pollution
 - c. Road condition and new street improvements
- 2) Increase in residential property in Hartwell/Bedford
- a. Change in mix of the commercial and housing will lead to urbanization
 - b. This will affect the historic and small town demographic
- 3) With the increase in commercial and residential growth the Schools will be over-crowded

Communication Outreach Budget Request

Materials	Quantity	Rate	Total Cost
One Sheeter (color copy)	1300	\$ 0.55	\$ 715.00
Mailing	1300	\$ 0.55	\$ 715.00
Banner	1	\$ 150.00	\$ 150.00
Sandwich Board Poster	6	\$ 9.00	\$ 54.00
Posters	6	\$ 5.50	\$ 33.00
Social Media Ads		\$ 100.00	\$ 100.00
Web Graphics		No cost to put on town site	
Labor	Hours	Rate	Total Cost
Graphic Designer	40	\$ 75.00	\$ 3,000.00
GIS/Mapping		In house?	
Photographer	6	\$ 250.00	\$ 1,500.00
Public Engagement Contract Services	50	\$ 150.00	\$ 7,500.00
			\$13,767.00

COVID-19 accelerates momentum nationwide for life sciences real estate demand, Boston remains on the top

By **Boston Real Estate Times** - August 18, 2020



BOSTON – The U.S. life sciences cluster rankings were recently released in the JLL 2020 U.S. Life Sciences Outlook, which tracks top markets as well as the growth of nascent markets with growing levels of interest by life science companies and investors alike.

Boston retained its ranking as the leader among U.S. life sciences ecosystems and one of the top recipients of venture capital (VC) investment. JLL research shows investor interest in life sciences has never been higher, both on the funding and real estate front. New requirements for suburban GMP space led the charge for an increase in overall tenant demand for the second quarter.

“For the first time, suburban lab demand is double that of Kendall Square,” offers Don Domoretsky, the head of JLL’s Life Science Practice in Boston. “This increase in demand is being fueled by strong development activity in the suburbs, companies re-evaluating their space needs, and a growing need for GMP manufacturing space in close proximity to Cambridge and Boston. In fact, demand for manufacturing space in Greater Boston is the highest it’s been in over five years, representing over 30% of the active life science demand in the marketplace currently. Much of this demand is tied to the success of local cell and gene therapeutics companies ramping up clinical production.”

With over 50 local universities, multiple world-class research hospitals, and over \$15 billion of private venture capital investment over the last three years, Greater Boston remains the epicenter of life science activity in the country, if not the world. The amount of scientific research and development firms in Greater Boston has increased by 51% over the last five years, to 1,983 today.

Beyond COVID-19 catalyzing life-sciences innovation, the upcoming expiration of a suite of patents creates an opportunity for mid-tier life sciences companies to pursue new long-term profit sources. Many new products on the market and in development are curative rather than therapeutic, increasing marketing potential and overall category growth.

"Investors such as King Street Properties, Alexandria Real Estate Equities and Hobbs Brook Management will continue to look for opportunities to convert existing office space," Domoretsky also noted. "These firms are also seeking opportunities to develop new facilities in core markets like Lexington, Waltham and Watertown; as well as those further afield, such as Marlborough, Westborough and the Middlesex Corridor of Burlington, Billerica and Andover."

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M3 Member Mangel Architects Selected to Reposition Lexington Property into a Best-in-Class Life Science Asset

August 19, 2020 in **LATEST NEWS ARTICLES, REAL ESTATE**



PRESS RELEASE

LEXINGTON, MASSACHUSETTS – The RMR Group has selected The Richmond Group and [Mangel Architects](#) to reposition Four Maguire Road in Lexington into a best-in-class life science asset.

Located in the heart of the Lincoln Labs-Hartwell Avenue life science cluster, the two-story 57,000 square foot building will be redesigned to create a modern lab environment with robust infrastructure and outdoor amenities that take full advantage of the building's natural surroundings. The Richmond Group of Hopkinton will manage preconstruction and construction efforts. AHA Consulting Engineers of Lexington will provide MEP/FP services.

Located on a 7.2 acre site bordered by Kiln Brook and a picturesque natural habitat, renovations will include the creation of an outdoor amenity space, improved pedestrian connection between parking lots and building entrances, and better visibility from Maguire Road and Hartwell Ave. Facade improvements will focus on design enhancements to entrances and lobby improvements. The base building upgrades include all new mechanical and electrical infrastructure, utility services, multi-tenant layouts, lab utilities, and control areas for use and storage of hazardous materials.

About Mangel Architects

For over 25 years, Mangel Architects has been shaping exceptional spaces and creating environments for innovation and growth. Our designs come to life in millions of square feet of commercial real estate throughout New England for a wide range of industries, including advanced technology, life sciences, healthcare, industrial and residential. We value long term partnerships with clients, many of whom choose Mangel time and again to help them realize their vision. For more visit mangel.com.

About The Richmond Group page1image11036608

The Richmond Group, Inc., is a collection of highly-motivated professionals driven to provide a nimble, thoughtful, creative approach to managing the design and construction of life science facilities. Our clients are therapeutics and vaccines, and transforming treatments for cancer, and hemoglobinopathies. For nearly thirty years, we have stayed steadfast to our specialization, our approach, and our clients. This translates to a team of interdisciplinary specialists that provide our clients with a unique balance of economic, technical, and logistical solutions to any strategic or tactical facility challenge with a commitment to the same sense of urgency as our clients.

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Unabated Demand for Life Science Space in Boston Fueled by Increasing Funding and Deep Talent Pool

Boston, MA | March 9, 2020



Greater Boston To Remain the U.S. Life Science Leader for Foreseeable Future

Life Science Firms Grow Beyond Kendall Square

According to CBRE's new Boston Life Sciences report, after a decade of unstoppable growth in Cambridge resulting in a 1.5% vacancy rate, new life science clusters are emerging in the Greater Boston region as life sciences tenants expand their footprint from the region's core. Over 500 life sciences and biotechnology companies are based in Boston and Cambridge with over 100 more in the suburbs. These companies reside in 30 million sq. ft. of lab space with over 4 million sq. ft. of space in the development pipeline.

Future developments are underway in rezoned stretches of West Cambridge, across the City of Boston, in the dense near-in suburbs of Somerville and Watertown, and in the office parks of Waltham, Lexington, Wakefield, Bedford and Burlington.

“Kendall Square is at the epicenter of the explosion of genomics-based research in the life sciences industry and the repercussions are being felt in a significant way across Greater Boston,” said [Steve Purpura](#), vice chairman leading CBRE's Life Sciences business. “While we expect continued growth in all submarkets, the Seaport District – now anchored by large, mature life science firms – is the fastest growing urban life science cluster in the country and is particularly well positioned for significant future growth.”

The long runway to profitability for new biotechnology and life sciences companies requires significant investment and subsidization to fund years of research and development. Boston and its suburbs saw 22% uninterrupted growth in funding from the National Institutes of Health from 2015 to 2019. Cambridge's venture capital funding stream increased 471% from \$595.2 million in 2010-2012 to \$3.4 billion in 2017-2019.

With life sciences firmly rooted in the eastern Massachusetts economy, a \$473 million renewal of the Massachusetts Life Sciences Initiative in 2018 is focused on workforce development, public school education, and encouraging geographic dispersion of life sciences activity to regions in central and western Massachusetts. An additional \$150 million has been made available for tax credits tied to new hiring.

Total life sciences employment in Suffolk, Middlesex and Norfolk Counties has grown to nearly 90,000 jobs since 2001. The life sciences industry's annual growth rate from 2010 to Q2 2019 averaged 4%, outpacing the overall private employment growth rate of 2%.

Kendall Square remains the next frontier of biotech innovation as the life sciences begin to converge with the emergent field of artificial intelligence. Over 2,000 master's and Ph.D. candidates are currently enrolled in the region's top universities in degree programs that could translate to careers in artificial intelligence and machine learning.

About CBRE Group, Inc.

CBRE Group, Inc. (NYSE:CBRE), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services and investment firm (based on 2019 revenue). The company has more than 100,000 employees (excluding affiliates) and serves real estate investors and occupiers through more than 530 offices (excluding affiliates) worldwide. CBRE offers a broad range of integrated services, including facilities, transaction and project management; property management; investment management; appraisal and valuation; property leasing; strategic consulting; property sales; mortgage services and development services. Please visit our website at www.cbre.com.

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Communication Specialist



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